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1. Topic

The topic of my research is **"The Effect of Flexible Work Environment on Optimal Workforce Utilization: An Empirical Study (With Special Reference to BPO Sector in Rajasthan)".**

2. Introduction

Flexible Work Environment

Flexible working is a way of working that suits an employee's needs, e.g. having flexible start and finish times, or working from home. Flexible working rules are different in different countries. All employees have the legal right to request flexible working - not just parents and careers. The concept of flexible working time accounts is to establish labor-self accounts, and labors can save their working hours, just like saving money, into their own accounts. The working hours in their accounts are their assets, so that employers and workers both sides can increase or decrease the work required by each other without affecting the salaries and welfare. While achieving the purpose of flexible labor and the account-system may be short-term, long or permanent (life-time) of the convention.

Flexible working time accounts system has the following four characteristics: Flexible working time accounts shall be calculated for at least the period of one year, the calculation of long-term account system is usually based on time and money, occasionally there may be passed on from other labors' accounts, the situation is only applicable to short-term working time, when using long-term working time accounts and unlike the short-term account system, there is the lowest limit standard of withdrawing hours, however, the setting of standard is according to different demand of labors. Flexible working is a variable work schedule, in contrast to traditional work arrangements requiring employees to work a standard 9 a.m. to 5 p.m. day. Under flexible working, there is typically a core period of the day, when employees are expected to be at work, while the rest of the working day is "flexible working", in which employees can choose when they work, subject to achieving total daily, weekly or monthly hours in the region of what the employer expects, and subject to the necessary work being done. A flextime policy allows staff to determine when they will work, while a flex place policy allows staff to determine where they will work. Advantages include allowing employees to coordinate their work hours with public transport schedules, with the schedules of their children, and with daily traffic patterns to avoid high congestion times such as rush hour. Some claim that flexible working will change the nature of the way we work.

Employee Engagement practices for Optimal Workforce Utilization

Employee Engagement is the extent to which employees feel passionate about their jobs, are committed to the organization and put discretionary effort into their work. It is a property of the relationship between an organization and its employees. An engaged employees can be defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. It is a workplace approach resulting in the right conditions for all members of an organization to give their best each day, committed to their goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well – being.

3. Review of Literature

Articles Reviewed

Year	Author	Title	Objectives	Geographical Area Covered	Sources of Data Collection	Statistical Tools	Findings
2015	Wendy Loretto & Sarah Vickerstaff	Gender, age and flexible working in later life	Remarkable lack of attention paid to the role of gender in extending working lives and contends, consideration of relationships between gender and flexible working	United Kingdom	Primary Data	-	Flexible work in extending working lives, and provide insight into the ways in which working in later life is constructed and enacted differently for men and women
2015	Palki Setia and Pankaj Shah	Impact of Flexible Working Hours on Work-Life Balance	Flexible working hours support and enhance work-life balance or conversely create difficulties in balancing between	-	Secondary Data	-	The work stress decreases employee's work-life balance, while wellbeing contributes to higher level of work-life balance

			work and life roles				
2015	D. Shoba & Dr. M. Suganthi	Making it Work: An Empirical Study on Impact of Flexible Working Arrangements on Indian Families	The factors influencing the take-up of these arrangements & the recent obstacles to access and take-up of "quality flexible work", and what will improve access and take-up of flexible work arrangements that support family wellbeing.	India	Primary Data	-	Many family members have access to flexible work arrangements, and that such arrangements provide significant benefits for them and their families, including less stress and pressure and more opportunities to spend time.
2015	Prof. Sonal Lende	Flexible Working in India-the way forward?	To study various options of flexible working and their viability and flexible working practices by	India	Secondary Data	-	As work has become more central to people's lives, vying for time with family and leisure, many have becomeconcerned in India also with what is termed the

			corporate in India				work-life balance
2014	Rebecca J. Thompson, Stephanie C. Payne and Aaron B. Taylor	Applicant attraction to flexible work arrangements: Separating the influence of flextime and flexplace	the relative importance of FWA dimensions as anticipated resources	United States and Europe	Primary data	Mean & Standard Deviation	A strong preference for integrating work and non-work roles were significantly more attracted to organizations offering flextime and flex place than individuals
2014	El-Awady Attia & Jean Marc Le Lann	Considering skills evolutions in multi-skilled workforce allocation with flexible working hours	Mathematical model of this problem, and an illustration example of scheduling problem	-	Primary data	ANOVA Test, Correlation & Regression Analysis	Depreciation of the overall range of skills, and thus of the manpower flexibility
2014	Sussanna Shagvaliyeva & Rashad Yazdanifard	Impact of Flexible Working Hours on Work-Life Balance	relationship between flexible working hours and work-life balance	-	Secondary Data	-	Work-life balance, which increase overall life satisfaction

2014	Dr. Bindu Jain & Yashika Swami	Flexible Work Arrangements and Employee Retention in ITSector	To study the concept of Flexible works Arrangements, the various flexible work strategies implemented and suggest suitable measures to improve work life balance of female employees	Delhi	Primary & Secondary Data	Charts & Graphs	Employees feel that FWL helps them to balance work and life, reduce stress, longer tenure in the organization, morecommitted towards the organization
2014	Dr. Anurag Mittal & Ms. Divya Mohan	A Study on Work Life Balance of Women: Issues Related to Work Place Pressure and Family Environment	To what extent FWAs are being adopted across organizations, the factors that necessitate provision of FWAs for women and the opinion of working women towards types of	India	Primary & Secondary Data	Pie Charts	FWAs need to become an integral part of culture of an organization, aligned well with other policies and limitations faced by the employees, FWAs are bound to work well

			FWAs suitable to them				
2013	Tulsee Giri Goswami & Richa Mathur	Work life Balance: A source of Job satisfaction - Cases of various Organizations	To study the influence of job satisfaction on work-life balance, various issues related with different organizations and some strategies for managing work life balance in organization	India, Australia, UK & Queensland	Secondary Data	-	Employers who proactively support a work-life friendly environment will stand to benefit from having a more engaged and productive workforce
2013	Christopher Galea, Inge Houkes and Angelique De Rijk	An insider's point of view: how a system of flexible working hours helps employees to strike a proper balance between	To gain greater insights into how employees experience the influence of flexible working hours on their work–life	Luxembourg and the Netherlands	Primary Data - Interview Method	thematic analysis	the experience of work–life balance in relation to flexible working hours

		work and personal life	balance				
2012	J. Vijaya Kumar	A Study of Flexible Working Conditions To Retain Employees in it	To understand the importance of flexible working conditions, perspective towards flexibility and the extent to which flexibility should be provided by the HR Manager.	Bangalore	Primary & Secondary Data	Mean Scores & Chi-Square Test	Employees are stressed due to long working hours and have to do overtime mostly in order to complete the work, and unable to strike a balance between work and family
2011	Manjari Srivastava	Work Place Flexibility: Implications for DevelopmentalOpportunities and Work-Family Conflicts	To assess the consequences of workplace arrangement promoting the individualization of employment condition	India	Secondary Data	-	Both telecommuting and part-time work might be a viable option for employees when it comes to reduced work-life conflict

2011	R. Baral & S. Bhargava	HR interventions for work-life balance: evidences from organizations in India	To incorporate WLBPs and encourage a culture that support utilizing them to ensure employee commitment and productivity.	India	Primary & Secondary Data	-	WLBPs have their roots in the statutory and voluntary welfare practices offered by many employers during and post industrialization era
2011	S.M. Shariq Abbas & Vandana Premi	Attitude and Perceived Importance Towards Work-Life Balance Policies: A Comparative Employee Analysis of Private and Public Sector Banks	To perceived importance of work life balance policies, appraise the extent of formalization of work-life balance policies of employees in private sector and public sector banks	Delhi NCR	Primary Data	ANOVA, Mean, Standard Deviation, Welch Test & HSD Tukey Test	Males in public banks against females in private and public banks have a significant difference in perceived importance of work life balance policies

2011	Lilian M. De Menezes & Clare Kelliher	Flexible Working and Performance: A systematic review of the evidence for a business case	Link between flexible working arrangements and performance related outcomes	United Kingdom	Secondary Data	Mediation Test based on two-level Regression Model	schedule flexibility impacts favorably on well-being, by means of increasing control and reducing work-family conflict
2011	Haibo Zhou, Ronald Dekker and Alfred Kleinknechty	Flexible labor and innovation performance: evidence from longitudinal firm-level data	Firms with high shares of workers on fixed-term contracts tend to have higher sales of imitative new products	Netherlands	Primary data - Face-to-face interview & Questionnaire	two-tailed test	food for thought to economists making unqualified pleas for the deregulation of labor markets
2010	Mu. Subrahmanian & Anjani. N	Constructs of Quality of Work Life– A Perspective of Textile and Engineering Employees	To identify the major factors that influence the Quality of Work Life of employees prevails in Engineering and Textile	Coimbatore	Primary Data	Chi-Square	The general impression one would get is that the Quality of Work Life in engineering industry by and large, is better than textile industry.

			industries and measures to improve the Quality of Work Life in the two industries.				
2010	Ralph Kattenbach, Evangelia Demerouti & Friedhelm Nachreiner	Flexible working times: Effects on employees 'exhaustion, work–non-work conflict and jobperformance	To provide a useful conceptualization of flexible working times and to examine the relationships between flexible working times and employees ' well-being	Germany	Primary Data - Questionnaire	Mean & Standard Deviation	The time restriction factor adds tothe degree of exhaustion and the work-non-work conflict, while time autonomy diminishes theseoutcome variables
2010	Kerry Joyce, Roman Pabayo, Julia A Critchley & Clare Bambra	Flexible Working Conditions and Their Effects on Employee Health and Wellbeing	To evaluate the effects of flexible working interventions on the physical, mental and general health and wellbeing of	Developed Countries worldwide	Secondary Data	Mean & Standard Deviation	Interventions that increase worker control and choice are likely to have a positive effect on health outcomes

			employees				
2010	Jean Flatley McGuire Kaitlyn Kenney Phyllis Brashler	Flexible Work Arrangements: The Fact Sheet	To Scheduling of hours, amount of hours worked, place of work	-	Secondary Data	-	Frustration stemming, employees hesitate to request for flexible work schedules
2009	Julie A. Waumsley & Diane M. Houston	Flexible Working, Professional Success and Being Female: Are They Incompatible?	To examined male, female, managerial and non-managerial evaluations of employees who either used flexible working practices, worked long hours	United Kingdom	Primary Data	Mean & Standard Deviation	Significant tensions between a desire for work-life balance and career achievement, despite legislative and culture change

2008	A survey By SHRM	Workplace Flexibility in the 21st Century: Meeting the Needs of the Changing Workforce	To identify the prevalence and types of FWAs that employers offer; employee utilization of FWAs and the challenges associated with FWAs.	United States	Primary Data - Through Mail survey	conventional Statistical Method	To Understand Business Needs, Open Communication and Gauge the Success of FWAs
2006	Giovanni Costa, Samantha Sartori & Torbjorn Akerstedt	Influence of Flexibility and Variability of Working Hours on Health and Well-Being	To analyze dimensions in relation to health and wellbeing and taking into consideration the interaction with some relevant background variables conditions	United Kingdom	Primary & Secondary Data	Regression Analysis	Considering the rationale behind the relations between intervening factors and health outcomes

2005	Mousumi Bhattacharya, Donald E. Gibson & D. Harold Doty	The Effects of Flexibility in Employee Skills, Employee Behaviors, and Human Resource Practices on Firm Performance	The degree to which these proposed dimensions are distinct and the degree to which they are linked with firm performance	United States	Primary Data	Mean & Median	Intangible assets residing in human coordination and skills can be sources of value and thus competitive advantage for the firm

Research Gap

After going through various research papers, it has been found that authors have not effectively covered internal and external relations of the organizations and employees, several areas of impact of flexible working are remained untouched. Limited studies have been found with reference to the impact of flexible work arrangements. A very few studies have been undertaken on the effect of flexible work environment on optimal workforce utilization: an empirical study with special reference to BPO sector in Rajasthan. So there is need of further investigation on the effect of flexible working from both positive and negative sides.

4. Motivation/Justification and relevance

The articles and books reviewed talk about Flexible work environment and Workforce Utilization. There are lot of discussions on Flexible work environment, flexible work life balance, flexible working arrangement and its effect in BPO sector.
However, effect of flexible work environment on optimal workforce utilization: an empirical study with special reference to BPO sector in Rajasthan, flexible working arrangements, organizational environment, culture and employee's dedication towards organizational growth. This study also tries to suggest the relations between organizations and their employee and also how flexible working arrangements help to motivate employees for organizational growth.

5. Objectives

- To study and analyze the effect of flexible work environment policy of BPO Sector.
- To study relationship between flexible work environment strategy and optimal workforce utilization leading to firm's performance.
- To identify problems faced by employees and employer during flexible work arrangements.
- To analyze effect of flexible work environment on employee efficiency.
- To observe the satisfaction level of the employees with flexible work environment practices.

6. Hypothesis

Main Hypothesis

H (0): There is no significant relationship between flexible work environment and optimal workforce utilization.

H (a): There is significant relationship between flexible work environment and optimal workforce utilization.

Sub-Hypothesis

H (0): There is no significant relationship between flexible work environment and increasing employee efficiency.

H (a): There is significant relationship between flexible work environment and increasing employee efficiency.

7. Plan of Work and Methodology

Research Design: A research design is framework or plan for a study used as a guide in collecting and analyzing data. There are three basic types of research design: exploratory, descriptive and causal.

The goal of exploratory research is to discover ideas and insights. Descriptive research is usually concerned with describing a population with respect to important variables. Causal research is used to establish cause-and-effect relationships between variables.

The research design for my research is exploratory in nature.

Sample Design: A sample design is the road map that serves as the basis for the selection of a survey sample and affects many other important aspects of a survey as well. In a broad context, survey researchers are interested in obtaining some type of information through a survey for some population, or universe, of interest. One must define a sampling frame that represents the population of interest, from which a sample is to be drawn. The sampling frame may be identical to the population, or it may be only part of it and is therefore subject to some under coverage, or it may have an indirect relationship to the population. The sample design provides the basic plan and methodology for selecting the sample.

Universe: BPOs in Rajasthan

1. Vkalp Outsourcing Pvt Ltd.
2. Teleperformance
3. Genpact
4. Infosys

There are approximately 3500 employees working in above mentioned BPOs.

Sample size: 250 Employees working in Flexible work Environment

The formula used for these calculations was:

$$n = \frac{X^2 x\ N\ x\ P\ x\ (1-P)}{\left(ME^2\ x\ (N-1)\right) + (X^2\ x\ P\ x\ (1-P))}$$

Where:

n = Sample size
X^2 = Chi - square for the specified confidence level at 1 degree of freedom
N = Population Size
P = Population proportion (.50 in this table)
ME = desired Margin of Error (expressed as a proportion)

Sampling technique: Simple Random Sampling

Data collection: Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes. The data collection component of research is common to all fields of study including physical and social sciences, humanities, business, etc. While methods vary by discipline, the emphasis on ensuring accurate and honest collection remains the same. The goal for all data collection is to capture quality evidence that then translates to rich data analysis and allows the building of a convincing and credible answer to questions that have been posed.

Primary data: It refers to data being obtained from a first-hand experience by the research through various methods. Some of them are:

Experiments
Surveys
Questionnaires
Schedules
Focus groups
Interviews

The data collection techniques to be used in my research would be interviews, surveys and questionnaires.

Secondary data: It refers to data gathered in the past or obtained from other party. It is readily available and is available to the public through various sources. Few of them are:

Journals
Newspapers
Publications
Magazines
Field notes
Observation records
Case studies

Analytical tools: The statistical techniques used for establishing the relationships between the data and the unknowns and methods used to evaluate the accuracy of results i.e., the analytical tools of research are very important for scientific analysis of the problem. The design of the methodology and its aptness in the context of the particular research study are the most important parts of a scientific and systematic research.

The models used, statistical measures applied, the testing of hypothesis – parametric and non-parametric tests used, other tools, statistical techniques, and formulae used, etc. form part of the analytical framework of the study.

Statistical analytical tools for my research: Chi-square test, Standard deviation, Test of significance for hypothesis, Percentage, etc.

8. Limitations and Scope of Future Research Work

Limitations:

Since the universe is BPO sector in Rajasthan, the response would be captured through interviews, surveys and questionnaires. There may be differences in capturing of responses due to individual perceptions.
It may be difficult to reach some BPO due to not using Flexible work environment and also changes in shift.

Scope of Future Research Work:

In the competitive era of industry, there is a need to study the effect of flexible work environment on optimal workforce utilization: an empirical study with special reference to BPO sector in Rajasthan towards flexible working arrangements within organizational growth. This will help in maintaining relations among employees and organization in effective way.
Present study is an attempt to understand the nature of flexibility in working environments. This study would help in determining the different prospective of flexibility in working environments.

CHAPTERIZATION

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1.1 Strategic Human Resource Management

1.2 Flexible Work Environment

1.3 Employee Engagement Practices for Optimal Workforce Utilization

1.4 BPO Sector in Rajasthan

Chapter – 2 – METHODOLOGY

2.1 Review of Literature

2.2 Objective of the Study

2.3 Hypothesis

2.4 Justification of the Study

2.5 Research Design

2.6 Sample Design

2.7 Data Collection

Chapter – 3 - Analysis & Interpretation of Data

3.1 Data Analysis

3.2 Interpretation

Chapter – 4 - Conclusion

4.1 **Findings**

4.2 Suggestions

4.3 Scope of Future Research Work

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